# Leadership & Management

## Discussion for Lesson 19: Groups and Teams

# Lesson 19
# Reading Objectives

1. The student will comprehend the five stages of group development.

2. The student will comprehend how roles and norms influence an employee’s behavior.

# Lesson 19
# Reading Objectives

3. The student will comprehend the key components of conflict and group performance.

4. The student will comprehend the key components in the group behavior model.

5. The student will comprehend the advantages and disadvantages of group decision-making.

# Lesson 19
# Reading Objectives

6. The student will comprehend four techniques for improving group decision-making.

7. The student will comprehend the characteristics of effective teams.

8. The student will comprehend how managers can build trust.

# Lesson 19
# Discussion Objectives

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# 5 Stages of Group Development

- Forming: People join the group and then define the group's purpose.
- Storming: Intra-group conflict.
- Norming: Close relationships and cohesiveness.
- Performing: Group is fully functional.
- Adjourning: Wrapping up activities.

# Conflict

- *Perceived* incompatible differences.
  - Whether they are real or not is irrelevant.
- Three Views of Conflict:
  - Traditional: Avoid.
  - Human Relations: Natural, can be positive.
  - Interactionist: Required, necessary for the group to perform effectively.

# Managing Conflict

- Avoidance: withdraw from or suppress.
- Accommodation: place other's needs above your own.
- Forcing: Satisfying one's needs at the expense of another.
- Compromise: each party gives up something.
- Collaboration: seek a solution that is advantageous for all (Win/Win).

# Group Decisions: Advantages

- Provide more complete information.
- Generate more alternatives.
- Increase acceptance of a solution.
- Increase legitimacy (IAW democratic ideals).

# Group Decisions: Disadvantages

- Time Consuming.
- Minority Domination.
- Pressures to conform. (Groupthink)
- Ambiguous Responsibility.

# Characteristics of Effective Teams

- Clear goals.
- Relevant skills.
- Mutual trust.
- Unified commitment.
- Good communication.
- Negotiating skills.
- Appropriate leadership.
- Internal and external support.

# To Build Trust

- Communicate openly.
- Support team member’s ideas.
- Be respectful.
- Be fair.
- Be predictable.
- Demonstrate competence.

# Next Class

- Case Study: USS Guitarro or USS Leyte Gulf
- Read:  Leadership and Management, Chapter 20
- Written Assignment 3 is due at the start of class on the day of Lesson 21

# Summary

- Groups change over time.
- Conflict may be necessary at times, but can sometimes be disruptive.
- Group decisions have advantages and disadvantages.
- Trust is important in any effective team.